



***THE EMPLOYEE SATISFACTION COMMITTEE  
STEERING THE MONROE COUNTY  
SATISFACTION INDICATORS VOYAGE  
SECOND BUOY – ANALYZE THE DATA***

*There are two things people want more than love and money – recognition and praise.*

*The Baptist Health Care  
Journey to Excellence*



Consensus  
Model



# EMPLOYEE SATISFACTION COMMITTEE TEAM RULES FOR SUCCESS



- Positive attitude and cooperation
- Honesty
- Thorough communication
- Encourage everyone to express ideas and share experiences
- Mutual respect and trust
- Goal oriented
- Constructive criticism
- Confidentiality

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## SECOND BUOY AGENDA

- Welcome, Working Agreement
- State of the Ship--Convene
- Steering the Course – Vision, Mission and Values
- Walk the Satisfaction Indicator Process
- Next Steps
- Closing



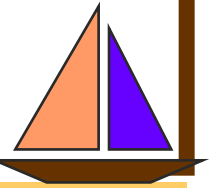
# EMPLOYEE SATISFACTION COMMITTEE CONVENE

- Status Update
- Assess the Crew
- Communication Successes and Situations
- Support of Vision, Mission and Values





# CORNERSTONES OF LEADERSHIP STEWARDED DIRECTION UTOPIA IN THE FLORIDA KEYS



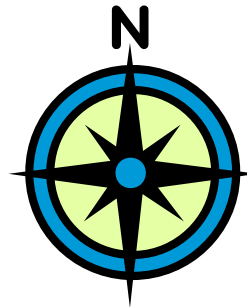
## Full Sails Provides Propulsion

Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!



VISION

*What will we become in the future?*



VALUES

Proper Sail Trimming Provides Behavioral Direction

*What do we believe in?*

## Mission

*Why do we exist? What's the purpose?*

The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

Solid Hull provides the Foundation



## OUR VALUES

### WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”s

- **Competence = knowledge.** We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.



Define

# OPPORTUNITY STATEMENT

## Opportunity

There is no process in place to determine the satisfaction of employees, and we have an opportunity to create indicators to be used to determine satisfaction levels.

## Linkage

1. County Administrator's '05-'06 goal to focus on employee retention
2. The Sterling criteria requires Monroe County to determine the key factors which affect employee well-being, satisfaction and motivation.
3. Links to VMV in a variety of ways.

## Outcome

A systematic process to develop a group of questions which can be continuously improved and used to measure levels of employee satisfaction and well-being.



Validate

## ***REWRITE OR RESTATE OPPORTUNITY STATEMENT***

- *If the data support your opportunity statement, summarize your information and your project*
  - *Our research confirms there is no process in place to determine employee satisfaction levels for Monroe County*
- *If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity*





## WALKING THE SATISFACTION INDICATOR PROCESS

- Step 1 – Gather input/questions from all levels of the organization
- Step 2 – Write down the questions and align with a specific category
- Step 3 – Discuss the categories and questions
- Step 4 – Consolidate the categories and questions
- Step 5 – Confirm categories and questions



# CATEGORY RECOMMENDATIONS

- Original Recommended Categories
  - Tools/Resources
  - Communication
  - Workplace Environment
  - Benefits
  - Training
  - Policies and Procedures
  - Advancement Opportunities
  - Recognition
  - Monroe County MVV
  - Compensation
  - Interpersonal Relationships with every employee level



## CATEGORY CONSENSUS STEPS 1 AND 2

- Independent thought - Use a post it note to list categories you feel need to be added or deleted to/from your original list
- Consolidate ideas - Add changes to original list



## STEP 3 - GROUP DISCUSSION

### CATEGORY ALIGNMENT TO MONROE COUNTY VMV

#### ■ Category

- Workplace Environment  
Tools/Resources
- Communication
- Benefits/Compensation
- Training/Advancement  
Opportunities
- Monroe County VMV  
Policies and Procedures
- Recognition
- Interpersonal  
Relationships at every  
employee level

#### ■ Alignment

- VMV
- VMV
- VMV
- VMV
- VMV
- VMV
- VMV



## STEP 4 - COMMIT



- Thumbs Up Consensus



## CONSENSUS ON TOTAL NUMBER OF QUESTIONS

- Independent Thoughts
- Consolidate Ideas
- Group Discussion
- Commit



## QUESTIONNAIRE USING A LIKERT - TYPE RESPONSE FORMAT

- ▶ I strongly agree with this statement
- ▶ I agree with this statement
- ▶ I neither agree nor disagree with this statement
- ▶ I disagree with this statement
- ▶ I strongly disagree with this statement



# SURVEYS

## *Tips for designing a questionnaire*

- Include brief, clear instructions printed in bold type.
- Organize and design the questionnaire so it is easy to complete.
- Make the questions clear. Do not assume respondents know your jargon. Use simple sentences without qualifiers that hedge the meaning.
- If you use a point-scale to measure feelings, draft the scale from best (highest points) to worst (lowest points). Word agree/disagree questions so that agree is always the positive choice. Avoid mixing positive and negative statements.
- Avoid “double barreled” questions. Ask questions that address a single issue. For example, would you rate the instructor and the course work as excellent, very good, good, fair or poor? This question has two separate issues and we could not determine which the respondent is answering.





# QUESTION CONSOLIDATION

- Break into your teams
  - Carolyn and Mayra - Interpersonal, Advancement Opportunities, Recognition and Training
  - Celeste, Maria, and Ranny - Tools and Resources, Communication, Policies and Procedures, Work Place Environment, Benefits, Monroe Co. VMV, Compensation
- Prioritize questions within each category—combine questions if possible
- Reach consensus of priorities
- Review each priority question within your category and determine if question
  - Remains under the assigned category
  - Moves to a new category
  - Can be answered with SA, A, N, D, SD
  - Word agree/disagree questions so that agree is always the positive choice.
- If unable to answer with a SA, A, N, D or SD, re-write the question or align with a similar question



## CONSENSUS OF QUESTIONS BY CATEGORY

- Final consensus of questions



Analyze

## NEXT STEPS

- Consensus on satisfaction survey indicators
- Introduce Improve Step



# HOMEWORK

- Read The Baptist Health Care, Journey to Excellence – Chapters 1-8 by the next meeting
- Take one more look
  - Can be answered with SA, A, N, D, SD
  - Word agree/disagree questions so that agree is always the positive choice
  - If can not be answered SA,A,N,D,SD: rewrite questions and send to all team members by June 30
- Compare questions to other organizations or research examples on the internet July 7
  - Disney World—Ranny
  - Co-Op and FKAA—Carolyn
  - Keys Energy—Maria
  - GM, GE, Baptist Hospital—Mayra
  - Florida Association of Counties, local Banks--Celeste



## NEXT MEETING — JULY 13, 2006 IN KEY WEST

- Who will confirm the meeting room and available facilities? Peter, Key West Airport 9:30—3:30
- Homework deadline?
  - June 30—questions
  - Research—July 7
- Who will send deadline and meeting reminders? When? Celeste
- Let's Prepare our Agenda
  - Rules
  - Convene
  - VMV
  - Review
  - Final Consensus on questions
  - Begin Improve
- Confirm our Agenda
  - Thumbs Up



## WHAT HAVE WE LEARNED TODAY ABOUT YOUR SATISFACTION INDICATOR PROCESS?

- Meeting Message: The purpose of this is to clarify what you feel about the meeting
  - Consolidate, classify, and clarify employee satisfaction survey questions
  - Aligned categories and questions with the VMV
  - Restructured questions to be answered SA,A,N,D,SD
  - Shared examples of VMV in current work environment
  - Progress is being made—buy-in



# CONTINUOUS IMPROVEMENT

## ■ WWW

- Stayed focus
- Accomplished a lot
- Great lunch
- Finished on time
- Worked very well as a group
- Very positive
- Great meeting room
- Great hospitality
- Team feels work will make a difference

## ■ OFI

- Room too cold